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TOOL: FARM MANAGEMENT DECISION-MAKING FRAMEWORK

This tool is adapted with gratitude from Elaine Froese's Farm Management Decision Making Framework in her Farm Family Transition Toolkit (elainefroese.com)

- This is a “where are we now” exercise. Use this tool to reflect and outline who is currently making which decisions on the farm.
- The long-term goal is to move tasks from column 1 (Current farmer making decisions alone) to column 5 (Entering farmer making decisions alone) as the transition plan gets put into motion on the farm over a period of years.
- Review this decision-making framework each year to assess where the decision-making responsibility lies and where it should shift over the coming year.
- This tool has been adapted with the small-scale, diversified farm in mind. Some entries may not apply, and you may need to add entries specific to decision-making on your farm.
- Download this tool here: youngagrarians.org/toolkit-stage-3-plan

		DECISION / ACTION TAKEN BY				
		CURRENT FARMER	SHARED (needs consensus)			ENTERING FARMER
		1	2	3	4	5
PRODUCTION PLANNING	Plan day to day work (e.g. deciding who is doing daily farm duties, managing livestock, weeding, harvesting, etc.)					
	Make annual production plans (e.g. what varieties to order, decisions about breeding livestock or acquiring new stock, when to prune orchards, re-seeding pastures)					
	Make short-term decisions about adding or removing farm products or enterprise types to the operation (e.g. adding egg production, value-added products)					
	Make long-term decisions about the direction of the farm operation (e.g. planting hazelnuts)					
	Maintain farm records					
	Manage any inspections or audits (e.g. annual organic certification, GAP, SOP audits, BCSPCA)					
	Make decisions about suppliers					
	Make disease and pest management decisions					
	Decide type/level of inputs to use					

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MARKETING	Make decisions about advertising (e.g. website, social media, paid advertising)					
	Decide where to sell farm products (e.g. farmgate sales, CSA, wholesale, farmers' markets)					
	Make decisions about branding (e.g. logos, market stall design, packaging)					
	Decide on pricing of products					
	Decide who is the key contact for customer service					
FINANCES	Decide when to pay bills					
	Decide and plan capital projects					
	Identify and negotiate loans					
	Manage leases / landlord relationships					
EQUIPMENT / INFRASTRUCTURE	Decide type and make of machinery and equipment					
	Deciding if and when to purchase new equipment, infrastructure, and tools					
	Decide how equipment and infrastructure is maintained (e.g. when to do oil changes, when a greenhouse needs new poly cover)					
HR	Decide when to hire and fire					
	Recruit and select employees					
	Decide amount and quality of work					
	Supervise employees					
	Decide work method/way jobs are done					